

# SAN FRANCISCO BAY CONSERVATION AND DEVELOPMENT COMMISSION

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February 3, 2006

**TO:** Commissioners and Alternates  
**FROM:** Will Travis, Executive Director (415/352-3653 [travis@bcdc.ca.gov](mailto:travis@bcdc.ca.gov))  
**SUBJECT:** **Status Report on the Commission's Strategic Plan**  
(For Commission consideration on February 16, 2006)

## Background

On October 20, 2005, the Commission adopted an updated strategic plan and directed the staff to provide monthly reports on the progress being made in achieving the plan's objectives so the Commission can determine whether any revisions in the plan are necessary and whether to take further action to achieve the plan's goals and objectives.

## Strategic Plan Elements

- Mission Statement** The Bay Conservation and Development Commission is dedicated to the protection and enhancement of San Francisco Bay and the Suisun Marsh and to the encouragement of their responsible use.
- Vision Statement** A cleaner, healthier, vibrant Bay that is more accessible to the public.
- Core Values**
- Effective, timely and responsive communication.
  - Excellence in staff, process and Commission decision-making.
  - Integrity, honesty, adherence to the law and fairness in our process and consideration of all viewpoints.
  - Leadership and devotion to the protection and the enhancement of the Bay.
  - Open, public process.
  - Mutual trust and respect among staff, Commissioners, our partners and the public.
  - Partnerships with other agencies and groups.
- Ongoing Goals**
- Maintain an active enforcement program.
  - Maximize public access where compatible with resource protection.
  - Prevent unnecessary Bay fill and enlarge the Bay where appropriate.
  - Promote optimum and sustainable use and management of Bay resources.
  - Recognize the importance of the Bay in advancing the economic prosperity of the Bay region.
  - Support environmental justice in Commission decisions.
- Three-Year Goals**
- Improve and implement BCDC's program for protection, use and restoration of Bay resources.
  - Improve BCDC's compliance and enforcement program.
  - Improve internal and external communications and coordination.
  - Increase the effectiveness of the Commission and staff.
  - Increase support resources (e.g., staff, funding and technology).



Making San Francisco Bay Better

## Tasks and Status

**THREE-YEAR GOAL:** Improve and implement BCDC's program for protection, use and restoration of Bay resources.

**OBJECTIVE:** Manage the extraction of mineral resources from the Bay using the most up-to-date scientific information.

Tasks	Status
<p>1. <b>Funding Strategy.</b> By March 31, 2006, the staff will attempt to secure funding from the sand mining industry and/or the California Business, Transportation and Housing Agency to create and implement a mechanism to address sand mining issues.</p>	<p>The lead staff member for this task is Steve Goldbeck.</p> <p>Agreement has been reached that the issue of concern will be addressed by developing a programmatic alternatives analysis for Bay sand mining based on a background report that has been prepared by the sand mining industry. The staff has tentatively scheduled Commission consideration of the appropriateness of this approach for February 16, 2006. Thereafter, the details of a work program and budget for an alternatives analysis will be developed, and this task will probably be completed by the established deadline.</p>
<p>2. <b>Sand Mining Report.</b> If adequate funding is secured, by June 30, 2006, the staff will provide for the Commission's consideration a report on a proposed mechanism for addressing sand mining concerns.</p>	<p>The lead staff members for this task are Steve Goldbeck and Brenda Goeden.</p> <p>As noted above, the sand mining has already prepared a background report. Therefore, this task will probably be completed by the established deadline.</p>
<p>3. <b>Work Program.</b> By June 30, 2006, the staff will develop a work program for (a) evaluating and, if necessary, updating the current Bay Plan shell deposit findings and policies; (b) promoting further research and analysis on sediment movement in the Bay and the development of comprehensive subtidal habitat goals; and (c) making any needed revisions in the Bay Plan to incorporate new information on sediment dynamics and regional subtidal habitat goals.</p>	<p>The lead staff member for this task are Steve Goldbeck, Brenda Goeden and Caitlin Sweeney.</p> <p>This task will probably be completed by the established deadline.</p>
<p>4. <b>Sediment Dynamics Report.</b> By June 30, 2007, the staff, in cooperation with the United State Geological Survey, will provide the Commission with a report on status of research on Bay sediment dynamics.</p>	<p>The lead staff member for this task are Steve Goldbeck and Brenda Goeden.</p> <p>This task will probably be completed by the established deadline.</p>

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| 5. <b>Subtidal Habitat Goals.</b> By June 30, 2007, the staff, in cooperation with the National Oceanic and Atmospheric Administration, will provide the Commission with a report on the status of efforts to develop comprehensive subtidal habitat goals for the Bay.  | The lead staff members for this task are Caitlin Sweeney and Brenda Goeden.<br><br>Work on this project is underway so this task will probably be completed by the established deadline. |
| 6. <b>Bay Plan Revisions.</b> By June 30, 2009, the staff will provide for the Commission's consideration revised Bay Plan findings and policies on extraction of sand and shells that reflect the most recent research on sediment dynamics, regional subtidal habitat goals and other related Bay Plan policies. | The lead staff members for this task are Caitlin Sweeney and Steve Goldbeck.<br><br>This task will probably be completed by the established deadline.                                    |
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**Potential Funding and/or Partnership Opportunities:**

California Business, Transportation and Housing Agency  
 California Coastal Conservancy  
 California Environmental Protection Agency  
 National Oceanic and Atmospheric Administration  
 San Francisco Estuary Project  
 Sand mining industry

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**THREE-YEAR GOAL:** Improve and implement BCDC's program for protection, use and restoration of Bay resources.

**OBJECTIVE:** Increase understanding of how global climate change will affect the Bay.

Tasks		Status
1.	<b>Work Program.</b> By June 30, 2006, the staff will develop a work program for researching the impacts of global climate change on the Bay and sharing this information with relevant institutions and organizations.	<p>The lead staff member for this task is Leslie Lacko.</p> <p>This task will probably be completed by the established deadline.</p>
2.	<b>Climate Change Report.</b> By June 30, 2007, the staff will report to the Commission on the major impacts on the Bay and issues associated with global climate change.	<p>The lead staff member for this task is Leslie Lacko.</p> <p>This task will probably be completed by the established deadline.</p>

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3.	<b>Climate Change Information.</b> By March 31, 2008, the staff will develop an effective mechanism for informing local governments, stakeholders, planning bodies, and the public in the Bay Area of the potential impacts of and the best approaches for dealing with global climate change.	The lead staff member for this task is Leslie Lacko.  This task will probably be completed by the established deadline.
4.	<b>Bay Plan Revisions.</b> By March 31, 2009, the staff will provide for the Commission's consideration any needed revisions of the Bay Plan pertaining to global climate change.	The lead staff member for this task is Leslie Lacko.  This task will probably be completed by the established deadline.

**Potential Funding and/or Partnership Opportunities:**

CALFED Bay-Delta Program  
 California Department of Water Resources  
 California Energy Commission  
 Environmental Protection Agency  
 Federal Emergency Management Agency  
 National Oceanic and Atmospheric Administration  
 Universities (particularly UC Berkeley and Scripps Institute of Oceanography)  
 U.S. Army Corps of Engineers

**THREE-YEAR GOAL:** Improve and implement BCDC's program for protection, use and restoration of Bay resources.

**OBJECTIVE:** Develop a program to evaluate the impacts of and plan for a disaster.

Tasks		Status
1.	<b>Work Program.</b> By December 31, 2006, the staff will develop a work program for evaluating the impacts of a disaster on the Bay and seek funding to carry out the work program.	The lead staff member for this task is Jeffry Blanchfield.  This task will probably be completed by the established deadline.
2.	<b>Disaster Planning Report.</b> If funding is available, by June 30, 2007, the staff will report to the Commission on the major issues BCDC could confront following a disaster and how BCDC can best work with other agencies to prepare for such a disaster.	The lead staff member for this task is Jeffry Blanchfield.  This task will probably be completed by the established deadline.

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| 3. <b>Program Revisions.</b> By March 31, 2008, staff will provide for the Commission's consideration any needed revisions to the Commission's program that would better protect Bay Resources and support a co-ordinated response in the event of a disaster. | The lead staff member for this task is Jeffry Blanchfield.<br><br>This task will probably be completed by the established deadline. |
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**Potential Funding and/or Partnership Opportunities:**

Association of Bay Area Governments  
 California Office of Emergency Services  
 California Office of Spill Prevention and Response  
 California Seismic Safety Commission  
 Department of Homeland Security  
 Federal Emergency Management Agency  
 Local governments  
 U.S. Army Corps of Engineers

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**THREE-YEAR GOAL:** Improve AND implement BCDC's program for protection, use and restoration of Bay resources.

**OBJECTIVE:** Continue ongoing program of reviewing and updating the Bay Plan.

Tasks		Status
1.	<b>Water-Related Industry.</b> By September 30, 2007, the staff will provide for the Commission's consideration an update of the section in the Bay Plan dealing with water-related industry.	The lead staff member for this task is Linda Scourtis.  This task will probably be completed by the established deadline.
2.	<b>Fresh Water Inflow.</b> By September 30, 2007, the staff will provide for the Commission's consideration an update of the section in the Bay Plan dealing with fresh water inflow.	The lead staff member for this task is Jeffry Blanchfield.  This task will probably be completed by the established deadline.
3.	<b>Bay Area and Volume.</b> By June 30, 2008, the staff will provide for the Commission's consideration an update of the section in the Bay Plan water dealing with Bay surface area and volume.	The lead staff member for this task is Jeffry Blanchfield.  This task will probably be completed by the established deadline.

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**Potential Funding and/or Partnership Opportunities:**

Bay Planning Coalition  
 CALFED Bay-Delta Program  
 California Department of Water Resources  
 National Oceanic and Atmospheric Administration

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**THREE-YEAR GOAL:** IMPROVE and implement BCDC's program for protection, use and restoration of Bay resources.

**OBJECTIVE:** Evaluate whether BCDC's authority to protect Bay-related natural and economic resources needs to be improved.

Tasks	Status
1. <b>Work Program.</b> By September 30, 2007 the staff will develop a work program for evaluating whether the provisions of the McAteer-Petris Act are adequate to protect Bay-related natural and economic resources within BCDC's shoreline band jurisdiction.	The lead staff member for this task is Jonathan Smith.  This task will probably be completed by the established deadline.
2. <b>Legal Assessment.</b> By June 30, 2008, the staff will provide the Commission with an assessment of the McAteer-Petris provisions that apply to the shoreline band, and, if the provisions are found to be inadequate, a recommendation for addressing the deficiency.	The lead staff member for this task is Jonathan Smith.  This task will probably be completed by the established deadline.

**Potential Funding and/or Partnership Opportunities:**

Bay Area Council  
Bay Planning Coalition  
National Audubon Society  
San Francisco Estuary Project  
Sierra Club

**THREE-YEAR GOAL:** IMPROVE and implement BCDC's program for protection, use and restoration of Bay resources.

**OBJECTIVE:** Address future regional air transportation needs.

Tasks	Status
1. <b>Funding Report.</b> By December 31, 2005, the staff will report to the Commission on whether Federal Aviation Administration funding will be available to amend the Regional Airport System Planning Analysis (RASP).	The lead staff member for this task is Jeffry Blanchfield.  <b>This task has been completed.</b>  On December 15, 2005, the staff reported to the Commission that the Federal Aviation Administration funding is only available for airport capital improvement projects. Any funding for airport planning will have to come from state, local or airport sources.

2.	<b>Work Program.</b> If adequate FAA funding is secured, by June 30, 2006, the staff will develop a work program for updating the RASPA.	The lead staff member for this task is Jeffry Blanchfield.  Because of the limitations placed on FAA funding reported above, unless another source of funding can be secured it will not be possible to complete this task.
3.	<b>Airport Plan.</b> If adequate FAA funding is secured, by June 30, 2007, the staff will provide for the Commission's review an update of the RASPA.	The lead staff member for this task is Jeffry Blanchfield.  As noted above, unless a non-federal source of funding can be secured it will not be possible to complete this task..
4.	<b>Work Program.</b> By September 30, 2006, the staff will develop a work program for evaluating the airport findings and policies in the Bay Plan.	The lead staff member for this task is Lindy Lowe.  This task will probably be completed by the established deadline.
5.	<b>Bay Plan Revisions.</b> By June 30, 2007, the staff will provide for the Commission's consideration updated Bay Plan airport findings and policies.	The lead staff member for this task is Lindy Lowe.  This task will probably be completed by the established deadline.

**Potential Funding and/or Partnership Opportunities:**

Association of Bay Area Governments  
Federal Aviation Administration  
Metropolitan Transportation Commission  
Regional Airports

**THREE-YEAR GOAL: Improve BCDC's compliance and enforcement program.**

**OBJECTIVE: Improve the enforcement provisions in Suisun Marsh Preservation Act.**

Tasks		Status
1.	<b>Legislative Amendments.</b> By March 31, 2006, the staff will provide the Commission with a draft of an amendment to the Suisun Marsh Preservation Act that would provide more effective measures for deterring violations and dealing with violators.	The lead staff member for this task is Steve Goldbeck.  This task will probably be completed by the established deadline.
2.	<b>Legislative Strategy.</b> By September 30, 2006, the staff will develop a strategy to secure enactment of legislation.	The lead staff member for this task is Steve Goldbeck.  This task will probably be completed by the established deadline.

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| 3. <b>Enactment of Legislation.</b> By June 30, 2007, the staff will implement the strategy for enactment of the legislation. | The lead staff member for this task is Steve Goldbeck.<br><br>This task will probably be completed by the established deadline. |
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**Potential Funding and/or Partnership Opportunities:**

City of Fairfield  
Save the Bay  
Solano County  
Suisun City  
Suisun Resource Conservation District

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**THREE-YEAR GOAL:** Improve internal and external communications and coordination.

**OBJECTIVE:** Create a mechanism to consistently incorporate scientific perspective into the permit decision process.

Tasks		Status
1.	<b>Work Program.</b> By December 31, 2006, the staff will develop a work program for exploring how BCDC can expand communication with scientists and better incorporate scientific review and information into BCDC's permit process.	The lead staff members for this task are Joe LaClair and Steve Goldbeck.  This task will probably be completed by the established deadline.
2.	<b>Scientific Input.</b> By June 30, 2007, the staff will provide for the Commission's consideration recommendations for potential mechanisms to better incorporate scientific expertise into BCDC's permit process.	The lead staff members for this task are Joe LaClair and Steve Goldbeck.  This task will probably be completed by the established deadline.

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**Potential Funding and/or Partnership Opportunities:**

CALFED Bay-Delta Program  
National Oceanic and Atmospheric Administration  
Romberg Tiburon Center  
San Francisco Bay Joint Venture  
San Francisco Bay National Estuarine Research Reserve  
San Francisco Estuary Institute  
United States Geological Survey  
Universities  
U.S. Environmental Protection Agency

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**THREE-YEAR GOAL: Improve internal and external communications and coordination.**

**OBJECTIVE: Increase public understanding about the Bay.**

Tasks	Status
1. <b>Documentary Video.</b> By October 31, 2005, the staff will increase the support it provides for the production of the PBS documentary series, "Saving the Bay," because the completion of this production provides the most immediate opportunity for informing the general public about the reasons for BCDC's establishment.	The lead staff member for this task is Will Travis.  <b>This task is being carried out on an ongoing basis.</b>  The staff has increased the level of support it is providing for the documentary video project.
2. <b>Communications Strategy.</b> By December 31, 2005, the staff will provide the Commission's adopted public information plan to the Commission for review.	The lead staff member for this task is Will Travis.  <b>This task has been completed.</b>  The staff provided the adopted communications strategy to the Commission on November 4, 2005.
3. <b>Public Information Partnerships.</b> By December 31, 2005, the staff will meet with Save the Bay and The Bay Institute to determine how BCDC's program can best be emphasized in those organizations' public outreach and information programs.	The lead staff member for this task is Will Travis.  <b>This task has been completed.</b>  The staff discussed this matter with the two organizations in October 2005.
4. <b>Improved Website.</b> By December 31, 2005, the staff will provide for the Commission's review an updated, improved and easier-to-use BCDC website.	The lead staff member for this task is Chris Besenty.  <b>This task has been completed.</b>  A new, easier-to-use, more comprehensive website went go on-line on January 1, 2006.
5. <b>Curriculum Development.</b> By March 31, 2006, the staff will arrange to have Save the Bay and The Bay Institute brief the Commission on those organizations' efforts in school curriculum development.	The lead staff member for this task is Will Travis.  <b>This task has been completed.</b>  The two organizations briefed the Commission on November 17, 2005.

**Potential Funding and/or Partnership Opportunities:**

Bay Area Environmental Education Resource (BAEER) Fair  
Save the Bay  
Tamalpais School District  
The Bay Institute

**THREE-YEAR GOAL:** Improve internal and external communications and coordination.

**OBJECTIVE:** Integrate BCDC's strategic plan with other regional agencies and organizations.

Tasks	Status
1. <b>Strategic Planning.</b> By June 30, 2006, the staff will report to the Commission on the feasibility of conducting integrated strategic planning with regional agencies.	The lead staff member for this task is Will Travis.  Discussions with the Metropolitan Transportation Commission and the Association of Bay Area Governments have been initiated. Therefore, this task will probably be completed by the established deadline.

**Potential Funding and/or Partnership Opportunities:**

Association of Bay Area Governments  
 Bay Area Air Quality Management District  
 Bay Conservancy  
 Bay Area Council  
 Bay Area Economic Forum  
 Coastal Conservancy  
 Metropolitan Transportation Commission  
 Regional Water Quality Control Board

**THREE-YEAR GOAL:** Increase the effectiveness of the Commission and staff.

**OBJECTIVE:** Maximize the functionality of BCDC's existing data management and geographic information storage systems so the two systems can be linked and be comprehensive.

Tasks	Status
1. <b>Work Program.</b> By December 31, 2005, the staff will develop a work program for maximizing the functionality of BCDC's Permit Tracking System (PTS) and Bay Resources Assessment Tool (BayRAT).	The lead staff member for this task are Chris Besenty and Caitlin Sweeney.  <b>This task has been completed.</b>  An initial draft work program was completed in early October 2005.
2. <b>Funding Request.</b> By December 31, 2005, the staff will submit a request to the California Business, Transportation and Housing Agency for funding to carry out the work program for improving the Bay-RAT and PTS systems.	The lead staff member for this task is Will Travis.  <b>This task has been completed.</b>  The funding request was submitted on October 12, 2005. Negotiations over the details of the work program and budget are underway.

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| <p>3. <b>Integrated Information Technology.</b> If adequate funding is secured, by December 31, 2006, the staff will implement the work program.</p> | <p>The lead staff member for this task are Chris Besenty, Caitlin Sweeney and Jenn Feinberg.</p> <p>It appears that the necessary funding will be secured so this task will probably be completed by the established deadline.</p> |
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**Potential Funding and/or Partnership Opportunities:**

California Business, Transportation and Housing Agency

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**THREE-YEAR GOAL:** Increase support resources (e.g., staff, funding and technology).

**OBJECTIVE:** Secure adequate revenue and restore the sixteen positions lost over the past three years.

Tasks		Status
1.	<b>Budget Augmentation.</b> By September 30, 2006, and every year thereafter, the staff will submit a budget request to restore the remaining balance of the staff positions eliminated as a result of budget reductions since FY 02-03.	<p>The lead staff member for this task is Mamie Lai.</p> <p>This task will probably be completed by the established deadline.</p>

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**Potential Funding and/or Partnership Opportunities:**

California Department of Finance  
California Resources Agency  
Legislators

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